

EMPLOYEES' PERCEPTION ON QUALITY OF WORKLIFE WITH SPECIAL REFERENCE TO CRI PUMPS, COIMBATORE

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Abstract—The article aim is to study the concept “Quality of Work-Life” and the role it plays in enhancing the productivity and performance of the employees in an organization. It also aims at understanding a wide range of welfare activities and the motivation to be undertaken in order to improve Quality of Work-Life (QWL) in an organization to achieve the organisation short term and long term goal in a proper way. The success of any organization is highly dependent on how it attracts the employees, the way of recruitment, motivation types and retaining its work force. Organizations are required to adopt a strategy to improve the employees QWL to satisfy organizational objectives and employee needs. The article studies the importance of having effective QWL practices in organizations and their impact on employee performance and the overall organizational performance. The QWL consists of the main components namely Job satisfaction, motivation, work environment, interpersonal relationship, stress and monetary benefits. The sampling method used is simple random sampling technique for selecting the sample for the study. The size of the sample is 110. The samples were selected from the name list provided by the administrative department.

KeyWords— Job Satisfaction; Monetary; Stress; Work Environment; Work Life

1. INTRODUCTION

Quality of Work Life (QWL) is a philosophy, set of principles, which holds that people are the most important resource in any organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect

The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labour- management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, and high-involvement aimed at boosting the satisfaction and productivity of workers.

It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

Work has become an indispensable part of everyday life of any person, whether the person is in service or business. It has been estimated that at an average, an individual spends about one –third of his or her life at the work place. A better understanding of the interrelationship of various aspects of quality of work life (QWL) provides an opportunity for improved analysis of cause and effect in the work place. Research on QWL suggest that there are different relationships between the satisfaction with work life, and for instance, employees' engagement, commitment to their work etc. . A high quality of work life related to job satisfaction which in turn is a strong predictor of absenteeism and turnover (Hom & Griffeth, 1994).

2. OBJECTIVE OF THE STUDY

- To examine the socio-economic profile of the employees in the organisation.
- To find out the factors associated with employee's perception on QWL
- To suggest suitable measures to enhance the level of QWL

3. REVIEW OF LITERATURE

Garg et al., (2012)¹ conducted a study on QWL : An overview and concluded that QWL holds great significance and if it is undermined then it can affect the organisation adversely . Therefore, in order to become employer of choice as well as best organisation must provide a healthy QWL to its employees. Many factors like, changing demographics of the work force, increasing expectation of the employees and greater stress level are posing major challenges to the organisation but if these issues are handled strategically then the organisation can reap the desired benefits so maintaining QWL .

Tabassum et al., (2012)² Studied “An evaluation of QWL ; A study of the Faculty members of private university in Bangladesh’, and found that three most positively perceived QWL dimensions are social relevance of work life, safe and healthy working condition, and social integration in the work organisation.

Bolhari et al (2011)³ studied the level of QWL of information technology staffs and investigate the relationship between QWL and some demographic characteristics among them. The research is conducted among IT staffs and found that no significant relation is found between gender and QWL.

Jeyarathnam and Malarvizhi (2011)⁴ evaluate the QWL of sugar mill employees and analyse the relationship between the productivity and QWL . They concluded that the basic strategy for improving the QWL is to identify and satisfy the needs of the employees. The study also indicated that dissatisfaction might happen due to lack of recognition, self -esteem and instability of job.

4. RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problems. Descriptive research design is adopted for the present study. These data were collected from the employees of the company through questionnaire. The researcher adopted simple random sampling technique for selecting the sample for the study. The size of the sample is 110. Simple percentage and chi-square test were used for analyzing the data.

5. ANALYSIS AND INTERPRETATION

TABLE 5.1: SOCIO-ECONOMIC PROFILE OF THE EMPLOYEES

Category	Variable	No. of Respondents	Percentage
Gender	Male	87	79
	Female	23	21
	Total	110	100
Age	Up to 30	17	15
	31 - 45	72	65
	Above 45	21	19
	Total	110	100
Marital Status	Married	94	85
	Unmarried	16	15
	Total	110	100
Experience	Up to 2	31	28
	3 - 4 yrs	53	48
	Above 4 yrs	26	24
	Total	110	100
Educational qualification	Up to Hsc	24	22
	Diploma	39	35
	UG	25	23
	PG	22	20
	Total	110	100
Number of Members in family	3	32	29
	4	49	45
	5	29	26
	Total	110	100
No. of dependents	1	26	24
	2	49	45
	3	35	32
	Total	110	100
Monthly Income	Up to Rs.10000	28	25
	Rs.10001-15000	74	67
	Above Rs.15000	16	15
	Total	110	100
Family Income	Up to Rs.15000	25	23
	Rs. 15001-20000	50	45
	Above Rs. 20000	35	32
	Total	110	100
Family Expenditure	Up to Rs.3000	47	43
	Rs. 4000	28	25
	Above Rs.4000	35	32
	Total	110	100

Source: Primary data

Table 5.1 depicts that in CRI pumps compared to male, female respondents were less in numbers, since the male workers are capable to perform hard work when compared to female workers. Male respondent can work in different shift time where in, the productivity of the organisation is increased.

In the organisation the age group of 31 – 45 years were more, because of the nature of the job. These employees perform well when compared to the junior employees. As the age group of 31 – 45 years is the middle age respondents who perform better than the other age group. This age group respondent energy level is high and the knowledge pertaining to that job is high.

As the age is positively related to marital status, it is clear that majority of the respondents were married because most of them belong to the middle age group and higher age group. This gives a clear idea that the salary provided by the organisation is satisfied to run a family without stress. This table shows that there is more number of experienced persons which leads to achieve the organisational goal effectively and efficiently. The organisation highly depends on the moderate level of experienced person in order to reduce the wastage level in the productivity and to increase the productivity. It is evident that the majority of the respondents were having Diploma as their qualification, as they have more practical knowledge with theoretical understanding from the course they have studied to fulfil the customer aspiration and the nature of the work in the organisation. The less number of employees whose educational qualification is with PG are mostly belonging to the administrative section. This shows that there is more number of nuclear families arising by which the nature of joined family gets reduced. If it is a nuclear family the monthly expenditure is less when compared to the joined family. The dependent may be their children or their grandparents; if the dependent is higher the expenditure rate is also higher and care taken to the family is also higher. Organisation's shows that the number of respondent earning a monthly salary ranging from Rs 10001-15000 is more, as most of them belong to the operator grade. As the experience increases the salary level to every individual gets increased in the organisation. There is maximum number of respondent in the organisation whose monthly income is moderate. This shows that in most of the family, both members of the family are earning persons by which they could able to satisfy their needs. If the family income is more the level of expenditure is also higher. This shows that in common if the family members are more there is increase in the expenditure and providing valuable education to the children's are becoming costlier.

TABLE 5.2: LEVEL OF PERCEPTION ON QUALITY OF WORK LIFE

Particulars	No. of Respondents	Percentage
Low	23	20
Moderate	71	64
High	16	16
Total	110	100

Source: Primary data

TABLE 5.3: ASSOCIATION BETWEEN SOCIO ECONOMIC PROFILE OF THE EMPLOYEES AND THEIR LEVEL OF PERCEPTION ON QUALITY OF WORK LIFE

Category	Variable	Level of Perception on QWL				df	CV	TV 5%	S/NS
		Low	Moderate	High	Total				
Gender	Male	15 (17)	61 (70)	11 (13)	87 (100)	2	5.711	5.991	NS
	Female	8 (35)	10 (44)	5 (22)	23 (100)				
Age	Up to 30	4 (24)	11 (65)	2 (12)	17 (100)	4	2.121	9.488	NS
	31-45	16 (22)	47 (65)	9 (13)	72 (100)				
	Above 45	3 (14)	13 (62)	5 (24)	21 (100)				
Marital status	Married	20 (21)	60 (64)	14 (15)	94 (100)	2	0.147	5.991	NS
	Unmarried	3 (19)	11 (69)	2 (13)	16 (100)				
Educational qualification	Up to Hsc	7 (29)	11 (46)	6 (25)	24 (100)	6	6.698	12.592	NS
	Diploma	9 (23)	26 (67)	4 (10)	39 (100)				
	UG	5 (20)	17 (68)	3 (12)	25 (100)				
	PG	2 (9)	17 (77)	3 (14)	22 (100)				
Monthly Income	Up to Rs. 10000	6 (30)	10 (50)	4 (20)	20 (100)	4	2.695	9.488	NS
	Rs. 10001 to Rs. 15000	13 (18)	53 (72)	8 (11)	74 (100)				
	Above Rs. 15000	4 (25)	8 (50)	4 (25)	16 (100)				
Family expenditure	Up to Rs. 3000	10 (21)	33 (70)	4 (9)	47 (100)	4	3.961	9.488	NS
	Rs.4000	5 (18)	16 (57)	7 (25)	28 (100)				
	Above Rs. 4000	8 (23)	22 (63)	5 (14)	35 (100)				

Source: primary data

Table 5.2 shows that 70% of employees in CRI pump level of perception on quality of work life are moderate

- a. H_0 : There does not exist any significant association between gender and perception on QWL
 H_1 : There exists significant association between gender and perception on QWL

The percentage of respondents with high level of perception on Quality of work life is found high among male respondents. The percentage of respondents with low level of perception on QWL is found high among female respondents. Comparing the percentage it is inferred that female respondents have low level of perception on QWL. As calculated Chi-square value is less than the table value at 5% level, there does not exist any significant association between gender and perception on QWL. Hence the null hypothesis is accepted.

- b. H_0 : There does not exist any significant association between age and perception on QWL

H_1 : There exists significant association between age and perception on QWL

As calculated Chi-square value is less than the table value at 5% level, there does not exist any significant association between age and perception on QWL. Hence the null hypothesis is accepted.

- c. H_0 : There does not exist any significant association between marital status and perception on QWL

H_1 : There exists significant association between marital status and perception on QWL

The percentage of respondents with high level of perception on Quality of work life is found high among married respondents. The percentage of respondents with low level of perception on QWL is found high among unmarried respondents. Comparing the percentage it is inferred that unmarried respondents have low level of perception on QWL. As calculated Chi-square value is less than the table value at 5% level, there does not exist any significant association between marital status and perception on QWL. Hence the null hypothesis is accepted.

- d. H_0 : There does not exist any significant association between educational qualification and perception on QWL

H_1 : There exists significant association between educational qualification and perception on QWL

The percentage of respondents with high level of perception on Quality of work life is found high among Diploma graduate respondents. The percentage of respondents with low level of perception on QWL is found high among Post Graduate respondents. Comparing the percentage it is inferred that Post Graduate respondents have low level of perception on QWL. As calculated Chi-square value is less than the table value at 5% level, there does not exist any significant association between educational qualification and perception on QWL. Hence the null hypothesis is accepted.

- e. H_0 : There does not exist any significant association between monthly income and perception on QWL

H_1 : There exists significant association between monthly income and perception on QWL

The percentage of respondents with high level of perception on Quality of work life is found high among the respondent whose monthly income is Rs.10,001- Rs 15,000. The percentage of respondents with low level of perception on QWL is found high among the respondent whose monthly income is above Rs.15,000. Comparing the percentage it is inferred that the respondent whose monthly income is above Rs.15,000 have low level of perception on QWL. As calculated Chi-square value is less than the table value at 5% level, there does not exist any significant association between monthly income and perception on QWL. Hence the null hypothesis is accepted.

- f. H_0 : There does not exist any significant association between family expenditure and perception on QWL

H_1 : There exists significant association between family expenditure and perception on QWL

The percentage of respondents with high level of perception on Quality of work life is found high among the respondent whose family expenditure is up to Rs.3,000. The percentage of respondents with low level of perception on QWL is found high among the respondent whose family expenditure is Rs.4,000. Comparing the percentage it is inferred that the respondent whose family expenditure is Rs.4,000 have low level of perception on QWL. As calculated Chi-square value is less than the table value at 5% level, there does not exist any significant association between family expenditure and perception on QWL. Hence the null hypothesis is accepted.

6. SUGGESTIONS

For the betterment of quality of work life among employees of CRI pumps based on the findings of the present study, the following suggestions may be considered. The satisfaction of the employees can be improved further by giving necessary rewards (Monetary) and awards for their contribution in their work. Employees expect more compensation from the company.

To have good and healthy working condition proper drinking water facilities and sanitary should be provided more as exciting While taking any decisions by the management, it should be communicated properly to employees. Work committee to be selected from each department and quality circles can be implemented. Career advancement should be based on performance. Employees should be given opportunity. Deputation avenues can be enhanced. They have to come up with a policy of fulfilling the overall productivity only by providing necessary amenities to the work force according to the provisions of various law in the true sense, particularly transport facilities,

reading room, quarters for residence have to be constructed at the earliest. In order to create awareness about the duties and rights as an employee they should be given with an orientation programme at least of short duration as and when the need arises.

7. CONCLUSION

Quality of Work Life plays a vital role in Human Resource Management. QWL in India can be improved through a variety of instruments like education, training, employee communication, union participation, research projects, and appreciation of changing environment. A good human resources practice would encourage all employees to be more productive while enjoying work. Therefore, QWL is becoming an important human resources issue in all organizations. The Quality of Work Life intends to develop enhance and utilize human resource effectively, to improve Quality of products, services, productivity and reduce cost of production per unit of output and to satisfy the workers psychological needs for self-esteem, participation, recognition, etc., Improved Quality of Work Life leads to improved performance. It is advisable for the management to take the necessary steps to arrest the drift of deteriorating quality of work life in certain human factors like experience, wealth, position, family size which are the basic factor to express the workers desire. Insecurity of job leads to discouragement, anxiety and even bitterness for negative perception of QWL. Allowing employees to participate in decision making take them to work enthusiastically and give recognition to them in their work.

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